

MASS.
DOC. COL.

MASS.

CD1.2:

G94



312066 0270 7588 8

Guide to the Executive Office of Communities and Development

Commonwealth of Massachusetts
Edward J. King, *Governor*

Executive Office of
Communities and Development
Byron J. Matthews, *Secretary*

100 Cambridge Street
Boston, Massachusetts 02202
Telephone (617) 727-7765

GOVERNMENT DOCUMENTS
COLLECTION

JAN 04

University of Massachusetts
Depository Copy

Executive Office of Communities and Development

The Massachusetts Executive Office of Communities and Development is the state agency charged with addressing the needs of the Commonwealth's 351 cities and towns, as well as pursuing state development and housing policies. Through its Department of Community Affairs, this agency:

- * provides a voice for local government at the state level;
- * coordinates state and federal investments to promote increased housing production and the revitalization of residential, commercial, and industrial areas;
- * provides technical assistance to strengthen communities' abilities to plan for future development and to improve local government management capabilities; and
- * administers several state and federal programs designed to deal with the special problems of the Commonwealth's low-income citizens.

The Secretary of the Executive Office of Communities and Development is responsible for establishing departmental policy, advising the Governor on matters of local concern, and is the principal advocate in state government for the solution of community problems.

The Secretary supervises the following units: the Office of Policy Development, the Division of Community Services, the Division of Community Development, the Division of Social and Economic Opportunity, and the Western Massachusetts Regional Office in Springfield, Massachusetts.

In addition, the Executive Office of Communities and Development serves as an "umbrella" for several other agencies, boards, and commissions. They are the:

- Massachusetts Housing Finance Agency
- Massachusetts Home Mortgage Finance Agency
- State Building Code Commission
- Housing Appeals Committee
- Mobile Homes Commission
- Commission on Indian Affairs
- American French Cultural Exchange Commission
- Governor's Council on Puerto Rican and Hispanic Affairs

Office of Policy Development

This Office acts to superintend the Agency's major program initiatives. It is generally responsible for: overall coordination of development policies; development of new legislative initiatives; supervision of statewide comprehensive planning; coordination of federal grant applications; housing and neighborhood planning; data processing and information management; and the preparation and dissemination of major policy documents.

Specific responsibilities include:

- Private Market Housing: The shortage of affordable housing on the private market may reach crisis proportions if housing construction doesn't substantially increase over the level of the last few years. The program to address this problem includes: regulatory reform; expanded financing mechanisms; promoting more choice for the consumer; preserving existing neighborhoods; and changing local attitudes toward residential development.
- Neighborhood Revitalization and Stabilization: There are already a variety of state and federal programs aimed at neighborhood improvement; however, they have not in the past worked to promote stable, healthy neighborhoods. The development of a comprehensive "neighborhoods" policy (and its implementation in a number of target neighborhoods) will be a primary agency goal for the coming year.
- Long Range Planning for Public Housing: The state already owns over 56,000 units of public housing, and will develop about another 2,500 units over the coming year. The allocation of new funds will be based on relative needs and other state policy considerations. Moreover, increased emphasis will be given to the effective revitalization and management of our existing public housing.
- Coordinated State Investment Policy: State investment in sewers, roads, mass transit, and recreation facilities has a tremendous impact on the development of communities. When these investment programs are executed in a coordinated fashion, they can work to promote the state's sound economic development consistent with local growth aspirations.
- A-95 State Clearinghouse: The review and coordination of federal funds flowing into the Commonwealth eliminates any potential duplication of effort or conflict with state policy.
- Comprehensive Planning: The Office is responsible for the administration of the federal '701' Statewide Comprehensive Planning program (which funds, in part, many of the activities outlined above). The current state program emphasizes the implementation of state development policies, particularly through specific local revitalization projects. Toward that end, the Office recently awarded '701' monies to directly fund eleven local revitalization projects. In addition, the Office administers the '701' funds passed through to regional planning agencies.

Division of Community Services

This Division acts as the advocate for local government interests and is the most direct link between the Commonwealth and its 351 cities and towns. As such, the Division works on a day-to-day basis with local officials, providing them with a wide range of services to meet local needs. Emphasis is given to the provision of technical assistance in the areas of: community and economic development; management improvement; finance; building reuse; development planning; information on state and federal grant programs; and land use planning.

The Division is organized into three major program areas which are:

Community Planning and Revitalization: These programs provide technical assistance services on land use, zoning, subdivision, downtown and neighborhood revitalization, and on other local community development issues. The Division is also responsible for implementing the federal '701' Local Assistance Program which provides planning assistance to cities and towns.

Municipal Management and Policy Analysis: This program provides direct assistance to local officials in improving their community management practices; information on state and federal programs; a referral service; and training programs and materials designed to improve municipal management practices as well as educate local officials about fast-breaking state and federal initiatives.

The Division also works closely with the Local Government Advisory Committee on issues pertaining to matters of local concern, analyzes tax issues, and develops recommendations to the Governor on local aid and other fiscal problems affecting cities and towns.

Development: These programs, created by state statute, provide development incentives for communities. They are:

- state and federal aided urban renewal projects;
- Chapter 121A urban development tax agreements;
- relocation programs;
- certification of Economic Development and Industrial Corporations (EDIC's); and
- Commercial Area Revitalization District (CARD) plans.

The CARD program, which is the newest development incentive administered by the Division, allows commercial enterprises to utilize tax exempt revenue bond financing, mortgage insurance, and the Urban Job Incentive Program (UJIP) tax credits, all of which were previously available for industrial purposes only.

In addition, the Division monitors Gubernatorial Executive Order 134 which mandates the preferred location of state office leases in core commercial areas and assists local officials, through the Building Reuse project, in determining appropriate reuse strategies for vacant or underutilized structures.

Division of Community Development

This Division is responsible for the state housing assistance programs for low and moderate-income families, elderly and handicapped. Working through local housing authorities, the Division disburses subsidies for the state-aided housing programs, offers technical assistance to housing authorities, works with them to plan and develop projects, and supervises public housing. Altogether, approximately, 56,000 units of state and federally-assisted public housing are managed through this Division. This is equivalent to owning all of the housing in Cambridge and Arlington combined. In addition, about 2,500 new units of public housing (mostly elderly) are being developed each year.

Current policies and priorities for state public housing are emphasizing three major new initiatives. The first is the development and acquisition of scattered-site family housing. This program (known as Chapter 705) will focus on acquiring or constructing housing similar to other housing in the neighborhood, rather than the traditional "project" style of low-income housing. As such, the program will be used to strengthen and stabilize existing neighborhoods.

The second major initiative has to do with improving physical conditions and management of the state's existing public housing. While most of this housing is in fairly sound condition, too much of it is in deplorable condition and poorly managed. While state government is paying for the construction and operation of this housing, local housing authorities are responsible for making the day-to-day management and spending decisions. Each year the state is spending more to support the operation of this housing, and in too many cases conditions are worsening. Perversely, at a time of tremendous housing needs, conditions at some projects have deteriorated to the point that there are rapidly increasing vacancies -- in some cases, 30%, 40% or more of the units are vacant. Better management, coupled with needed physical improvements, will do the most to expand housing opportunities for needy families and elderly.

The third major area of concern is energy in public housing. Currently, energy costs account for about half of local authorities' operating expenses. Most of the older housing projects are operating at only about 50% energy efficiency. And, a large number of public housing tenants are responsible for their own heating bills and are experiencing increasing hardship as their energy costs escalate. The Division has already identified a program of energy improvements which will save the Commonwealth millions of dollars and is moving to implement those improvements in conjunction with the Massachusetts Office of Energy Resources. The agency also intends to develop improved and more equitable systems for assessing energy costs.

Bureaus within the Division:

- Bureau of Housing Development: Supervises the planning, design, and construction phases of public housing projects undertaken by local housing authorities under the following programs; Chapter 667 for the elderly; Chapter 689 for the handicapped; and Chapter 705 for families.

- Bureau of Accounts and Audits: Monitors the financial activities of local housing authorities and issues the contracts for financial assistance. The Bureau administers the public housing operating subsidies and reviews all annual operating budgets of local housing authorities.
- Bureau of Housing Modernization: Administers state and federal funds for major maintenance and modernization projects to upgrade existing state-aided public housing. The Bureau also administers the Pilot Program for Modernization and an Energy Conservation Program.
- Bureau of Rental Assistance: Administers two programs to make state and federal financial assistance available to low-income people who live in private rental units: The Chapter 707 state-funded program and the federal Section 8 program. (The Bureau administers the federal program for units which are not administered directly by local housing authorities.)
- Bureau of Housing Management and Tenant Services: This Bureau is concerned with the performance of the more than 230 local housing authorities which manage public housing in the Commonwealth's cities and towns. The Bureau oversees and regulates the day-to-day operations of the local authorities to assure that they use proper business practices, comply with the Department's regulations, and make their housing accessible to all eligible persons.

Division of Social and Economic Opportunity

This Division serves as the program coordinating unit for the state's anti-poverty efforts. The Division also mobilizes resources to aid low-income households, advises state and federal officials on policies and programs affecting the poor; and provides training and technical assistance to community organizations in economically-depressed areas.

As the federally-designated State Economic Opportunity Office, this Division works with the state's 24 local Community Action Agencies and serves as the state liaison to the Federal Community Services Administration.

The goal of the Division is to promote the self-sufficiency of low-income people and communities, so as to combat the causes and conditions of poverty in the Commonwealth. The Division also works with the Community Development Finance Corporation and the Community Economic Development Assistance Corporation in providing venture capital and technical assistance to local non-profit groups for economic development activities.

Offices within the Division:

- Office of Citizen Participation: Offers training to boards and staffs of community-based organizations and promotes volunteer citizen involvement in community programs and projects. The Office also operates the Commonwealth Service Corps Program, which provides stipends to low-income volunteers who work 30 hours weekly in community agencies.
- Office of Energy Conservation: Administers the Weatherization and Crisis Intervention programs, through contracts with Community Action Agencies. The programs effect fuel savings for low-income people by home insulation, education, advocacy, and alternative energy programs to lessen the impact of high energy costs.
- Office of Resource Development: Operates economic development and food programs which foster self-sufficiency among low and moderate-income people. These include the Community Enterprise Economic Development program, which provides small grants to community-based organizations to operate demonstration ventures or package community business proposals to support local job creation; the Urban Reinvestment Studies program, which provides funds to local groups to study disinvestment trends in their communities; the Organizational Development program, which provides assistance to community organizations interested in forming Community Development Corporations; and a Community Food and Nutrition program, which provides assistance to local groups with community gardens, greenhouses, food co-ops, canneries, and farmers' markets, in order to effect savings on high food costs.

Western Massachusetts Regional Office

This Office focuses on the needs of the Commonwealth's 107 cities and towns in the four counties of Western Massachusetts (Berkshire, Franklin, Hampden, and Hampshire) as well as four towns in Worcester County. Staff of the regional office represent each of the agency's Divisions and provides assistance on all of its programs to the communities of Western Massachusetts.

Other Agencies and Commissions

Massachusetts Housing Finance Agency: The Massachusetts Housing Finance Agency provides construction and permanent financing for new and rehabilitated mixed-income housing developments. The Agency's policies emphasize the selection of strong development teams, desirable sites, and sound proposals that will produce housing developments which will include a mix of market-rate and publicly subsidized units. To enable low-income households to occupy these units, the Section 8 Housing Assistance program and the State's Chapter 707 Rental Assistance program are used to reduce the tenants' housing costs to 25% of their income.

Massachusetts Home Mortgage Finance Agency: The Massachusetts Home Mortgage Finance Agency assists urban neighborhoods to arrest the deterioration of their housing stock by providing an infusion of credit into the community. The Agency provides for reduced interest rate mortgages for low and moderate income households to purchase, rehabilitate, and maintain one to four unit structures. The Agency accomplishes this through purchasing 90% participation in mortgages from local banks, who issue the mortgages directly to qualified households.

State Building Code Commission: The State Building Code Commission is responsible for establishing the statewide building regulatory system. As such, it develops and promulgates the State Building Code. In addition, the Commission has adopted an Energy Conservation Code which includes thermal and lighting standards to encourage energy conservation in accordance with national energy objectives.

Housing Appeals Committee: This Committee hears appeals of denials by local officials of comprehensive permits to build low and moderate income housing. The Committee was formed by Chapter 774 of the Acts of 1969. It is unofficially known as the "Anti-Snob Zoning Law" and provides for the construction of low and moderate income housing, consistent with local needs, in cities and towns where such construction is hampered by local regulations. The purpose of Chapter 774 is to increase housing opportunities available to lower income households, particularly where few opportunities now exist.

Mobile Homes Commission: This Commission supervises the activities of mobile home park owners; provides policy regarding the use of mobile homes as an alternative form of housing; and determines the market for mobile homes. The Commission also conducts research and makes recommendations to the Legislature regarding taxation and financing.

Commission on Indian Affairs: This Commission is a seven-member body of Native Americans appointed by the Governor representing the major tribal affiliations and geographic areas of the Commonwealth. Staff of the Commission focus their efforts on assessing Indian needs and on identifying and channeling private and public resources to assist Indians in such areas as education, housing, employment, and social services. Information and technical assistance are also provided to tribal councils and Indian organizations to strengthen their cultural and social service programs. The Commission also reviews proposals for grants for the benefit of Indians and works for legislation of concern to Native Americans.

The Governor's Advisory Council on Puerto Rican and Hispanic Affairs: This Council addresses the special problems these minority groups encounter in the areas of employment opportunities, economic development, education, health, welfare, housing, and human services.

The American and French Canadian Cultural Exchange: This group was created to develop cultural ties between French Canadian and Franco-Americans; to foster interest in the history and cultures of both groups; and to promote French language programs in Massachusetts schools.

Executive Office of Communities and Development

Key Personnel and Telephone Numbers

OFFICE OF THE SECRETARY

727-7765

100 Cambridge Street, 14th Floor, Boston, MA 02202

BYRON J. MATTHEWS

SECRETARY

John F. Bradshaw

Assistant Secretary

James F. Carey

Assistant Secretary

John J. Judge

•Assistant Secretary

Ernesta H. Kracke

Special Assistant to the Secretary

Catherine A. Flaherty

Director of Communications

Kathe Collette

Administrative Assistant

OFFICE OF POLICY DEVELOPMENT

727-8690

100 Cambridge Street, 14th Floor, Boston, MA 02202

Joseph L. Flatley

Administrator

Lawrence M. Antin

Deputy Administrator

Rosalind A. Jordan

Counsel

727-7765

DIVISION OF COMMUNITY SERVICES

727-7001

One Ashburton Place, Room 1619, Boston, MA 02202

Carol LaBella

Administrator

Richard Kobayashi

Deputy Administrator

727-3253

Community Planning and Revitalization

727-3197

Development

727-7180

Municipal Management and Policy Analysis

727-3253

Toll Free Number

1-800 392-6445

DIVISION OF COMMUNITY DEVELOPMENT

727-7130

100 Cambridge Street, 14th Floor, Boston, MA 02202

E. James Gaines

Administrator

Accounts and Audits

Thomas J. Joy

Director

727-7134

Housing Development

Robert Pyne

Director

727-3246

Housing Management and Tenant Services

Albert Gravelle

Director

727-3943

Modernization

Barbara Manford

Director

727-7382

Rental Assistance

Alice Krapf

Director

727-5884

DIVISION OF SOCIAL AND ECONOMIC OPPORTUNITY

10 Tremont Street, 6th Floor, Boston, MA 02108

727-7004David Entin
Lenny MhlabaAdministrator
Deputy AdministratorCitizen Participation

Stephen Cowell

Director

727-4258

Energy Conservation

Janice Sams DeBarros

Director

727-0050

Resource Development

Kenneth J. Hokenson

Director

727-4074

WESTERN MASSACHUSETTS REGIONAL OFFICE

115 State Street, Springfield, MA 01103

(413) 736-4581Arthur F. Kimber
Karen HelmboltDirector
Community Services OfficerOTHER IMPORTANT CONTACTS:

100 Cambridge Street, Boston, MA 02202

Director of Administration

James H. Hill

727-7147

Director of Personnel

Barbara Lynch

727-4086

Director of Affirmative Action Office

Michael Parham

727-7737

Chief Counsel

Frank W. Morris

727-7078

GENERAL INFORMATION

100 Cambridge Street, Boston, MA 02202

Gladys Hughes

727-3264

MASSACHUSETTS HOUSING FINANCE AGENCY

45 School Street, Boston, MA 02108

723-6800

John Blake, Jr.

Acting Director

MASSACHUSETTS HOME MORTGAGE FINANCE AGENCY

45 School Street, Boston, MA 02108

723-6800

Shirley Parish

Director

STATE BUILDING CODE COMMISSION

One Ashburton Place, 13th Floor, Boston, MA 02108

727-6916

Charles J. Dinezio

Executive Director

HOUSING APPEALS COMMITTEE

100 Cambridge Street, 13th Floor, Boston, MA 02202

727-6192

Murray Corman

Legal Counsel

<u>MOBILE HOMES COMMISSION</u>	<u>727-7180</u>
One Ashburton Place, Room 1619, Boston, MA 02108	
Arlene Brown	Director
<u>COMMISSION ON INDIAN AFFAIRS</u>	<u>727-6966</u>
One Ashburton Place, 10th Floor, Boston, MA 02108	
John Peters	Director
<u>AMERICAN AND FRENCH CANADIAN CULTURAL EXCHANGE COMMISSION</u>	<u>452-4023</u>
287 Mount Hope Street, Lowell, MA 01854	
Donald Moisan	Chairman
<u>GOVERNORS ADVISORY COUNCIL ON PUERTO RICAN AND HISPANIC AFFAIRS</u>	<u>742-4898</u>
131 State Street, Boston, MA 02109	
Maria VanHoy	Chairperson

